

STRATEGIC PLAN

FOR THE

UNITED STATES

BANKRUPTCY COURT

FOR THE

DISTRICT OF MARYLAND



November 2007

MISSION STATEMENT  
UNITED STATES BANKRUPTCY COURT  
DISTRICT OF MARYLAND

---

**The primary reason our Court exists is to:**

“Promote social and economic order by reconciling the opportunity of debtors to a fresh start with the right of creditors to be paid”

**To achieve this fundamental purpose, this court performs the following critical functions:**

Development and Improvement  
Information Integrity  
Case Administration/Dispute Resolution  
Case Management

**The core values and principles which guide this court in achieving its purpose and performing its functions are:**

*Providing* service to the public in a manner that demonstrates issues have been resolved fairly.  
*Promotion* of teamwork and *appreciation* for diversity  
*Focus* on productivity and quality  
*Passion* for innovation and learning  
*Commitment* to honesty, fairness, trust and respect  
*Building* and *improving* partnerships  
*Growing* employee capabilities

STRATEGIC PLAN  
UNITED STATES BANKRUPTCY COURT  
DISTRICT OF MARYLAND

---

Key Results Areas

Critical Function: **Development and Improvement**

- Key Results Areas:
1. Communication/relationships with bar/trustees
  2. Processes to record and access information
  3. Improved Accuracy
  4. Planning and analysis

Critical Function: **Information Integrity**

- Key Results Areas:
1. Information is secure, reliable and readily accessible
  2. Records are checked with Quality Control procedures

Critical Function: **Case Administration/Dispute Resolution**

- Key Results Areas:
1. Disputes Resolved
  2. Record of court proceedings
  3. Orders are timely signed, entered and noticed

Critical Function: **Case Management**

- Key Results Areas:
1. Access to electronic court records
  2. Ensure timeliness and accuracy of the record in the opening, docketing and closing of cases
  3. Promote the progress of cases toward conclusion

STRATEGIC PLAN  
UNITED STATES BANKRUPTCY COURT  
DISTRICT OF MARYLAND

---

Critical function: **Development and Improvement**

Key Results Area: **Improved Accuracy**

Priority Goal: **All pro se litigants have access to sufficient legal resources to effectively pursue and present their case.**

1. Basic Strategy for achieving this goal:

**Provide Pro Se debtor access to comprehensive and understandable legal resources.**

2. Initial Action steps:

- **Explore establishing an ombudsman/coordinator of pro se services**
- **Explore the feasibility of developing a pre-filing education program for pro se debtors. Possibly coordinate with law schools, retired attorneys, judges, panel and standing trustees, MSBA & BBA.**
- **Coordinate pro bono representation with legal organizations (MSBA, BBA, MVLS, etc.)**
- **Coordinate with UST for feasibility of a petition preparer education programs (parallel with development of a Bankruptcy Academy for attorneys)**
- **Develop enhancements to pro se manual and written materials, e.g. flow chart of typical events and a top ten list of common filing problems/mistakes**

3. Target Date: **July 1, 2008**

4. Person responsible: **Clerk of Court**

STRATEGIC PLAN  
UNITED STATES BANKRUPTCY COURT  
DISTRICT OF MARYLAND

---

Critical Function: **Development and Improvement**

Key Results Area: **Communication/Relationships with Bar and Trustees**

Priority goal: **To strengthen our relationship with the Bar, to resolve disputes more efficiently and to provide all parties with the full legal benefits of swift justice.**

1. Basic Strategy for achieving this goal:

**To improve the quality of justice by providing attorneys with guidance and opportunities for topic-specific education.**

2. Initial Action steps:

- **Determine the volume of deficiencies/case dismissals (develop an automated report to measure the number of deficiencies)**
- **Identify practice expectations before the court**
- **Enhance Attorney Education**
  - Coordinate the development of an attorney training program (Bankruptcy Academy) with the bar (MICPEL and the Consumer Section of MSBA). Provide for court directed attendance as necessary.**
  - Establish a catalogue of best practices in the bankruptcy section on BBA web page**

3. Target Date: **July 2008**

4. Person or group responsible: **Judge Catliota, Judge Gordon & Judge Lipp**